



Greensboro City Employees' Pride in Performance Program



Be the Spark that Starts a Universe of Changes!

SUMMARY REPORT OF PROGRAM ACTIVITY

July 2001

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CITY OF GREENSBORO

PRIDE IN PERFORMANCE SUGGESTION AWARD PROGRAM

UPDATE REPORT: July 2001

Program Introduction

The Pride in Performance (PIP) Suggestion Award Program was created in November 1991. The award program encourages employees to submit suggestions that will improve overall customer service through cost savings, productivity improvements or service enhancements.

The Budget and Evaluation Department reviews suggestions in cooperation with the department(s) most directly affected by the suggestion. Recommendations for both cash and non-cash awards are sent to the Employee Recognition Committee.

As of January 1, 2001 141 suggestions has been submitted by City employees. Of these, 131 suggestions have been reviewed and a decision rendered. Sixty suggestions have been recommended for implementation, which represents 47% of the total amount reviewed.

The estimated value of ongoing savings realized from implemented suggestions is \$394,400.

The report, Volume 7, contains the following information:

- a) program and policy description
- b) summary list of all submitted suggestions
- c) detailed information on all suggestions either received and/or evaluated since the printing of Volume 6 of the PIP Update.

To review or request more information concerning suggestions prior to this update please contact the City of Greensboro Budget Department.

PROGRAM DESCRIPTION

Policy

It is the policy of the City of Greensboro to provide cash and non-cash awards to employees for suggestions that result in improved productivity in such areas as expense reduction, increased revenues, increases in useful life of capital equipment, increased attention to safety and improvements to working conditions and/or morale. The main goals are:

1. To encourage each and every City employee to constantly search for more efficient ways to provide public services.
2. To continually enhance the ability of City employees and officials to deliver to Greensboro Citizens an uncommonly high quality and quantity of service for each tax dollar that they contribute.

Employee Eligibility

With the exception of the City Manager, Deputy City Manager, Department Heads, Staff of Budget and Evaluation and members of the Employee Recognition Committee, *all City employees* will be eligible to receive suggestion awards for their approved and implemented productivity improvement suggestions. Otherwise, all employees are encouraged to participate in, and make recommendations to the employee suggestion program. In instances of approved and implemented suggestions coming from excepted positions, the award portion of first year value will be reflected in the respective fund.

Individuals who make suggestions, which are approved and implemented, shall be eligible to receive a cash suggestion award regardless of their employment status at the time of approval and implementation.

Employee Suggestion Awards

Employees who submit ideas, which are recommended for implementation receives an award (see section **Administrative and Procedural Detail**). For approved and implemented efforts resulting in productivity gains that are measurable in dollars, the employee making the recommendation will receive a cash award equal to 10% of the cash value net of accumulated depreciation, up to a maximum of \$10,000. The net value is equal to annual cost savings minus the depreciated value of any cost necessary to implement the suggestion.

The minimum cash award is \$50. The employee will receive such cash award in not fewer than two installments. After 12 months of implementation of a suggestion, the actual first year value of the productivity gain will be determined and the additional amount due to the employee will be computed.

All payments under the Employee Suggestion Award program will be channeled through the City payroll system and appropriate withholdings will be made.

Prior to the presentation of the award, the suggestor must sign a claim waiver covering themselves, their heirs and assigns. Such claim waiver shall clearly state that the City of Greensboro is not obligated to provide compensation for the privilege of using the suggestion to a greater extent than is provisioned in the suggestion award. Further, the claim waiver shall state that the suggestor waives all rights to make further claim against the City with regard to the suggestion and/or its use.

Productivity gains that take the form of increased revenues, generated from new non-optional fees or increases in existing non-optional fees, of any kind, will be used to defray current operating expense so as to minimize the burden on general tax revenues. No awards (individual or departmental) will be provided for such gains.

Suggestion Eligibility

The following examples of suggestions are ineligible for cash awards or recognition:

1. Suggestions that duplicate suggestions previously received and evaluated.
2. Suggestions that relate directly to or could be implemented by the regular duties and responsibilities of the suggestor's position.
3. Suggestions calling for the performance of normal maintenance.
4. Suggestions that point to a particular problem or opportunity for improvement but which do not recommend a solution.
5. Suggestions that would correct a condition or problem that exists only because established procedure is not being adhered to.
6. Suggestions that regard situations to which a solution has already been identified and is being implemented.
7. Suggestions that the suggestor has the authority to implement or cause to be implemented.
8. Suggestions submitted after the recommended solution, idea, etc. has already been implemented.
9. Suggestions evolving from special or regular assignments involving the evaluation, assessment or audit of City functions, programs, etc.

Submitting a Suggestion

Any City employee who wishes to submit a suggestion may do so in any one of several ways:

1. Contact a member of the employee recognition committee
2. In writing, using the standard employee suggestion form. That form should be thoroughly completed; additional sheets may be attached as necessary. The suggestor should maintain a copy of the suggestion for their records and send the original to the Budget and Evaluation Department. The forms are available throughout the City or can be obtained by calling 373-2291.
3. By phone to 373-2291 and speak to a Budget & Evaluation Department representative.
4. By the internet: [www.ci.greensboro.nc.us/budget/employee suggestions](http://www.ci.greensboro.nc.us/budget/employee_suggestions)

Resubmitting a Suggestion

If upon receipt of notification that a suggestion was not approved for implementation, the suggestor, if believing that lack of information or less than full consideration applies, may resubmit the suggestion while drawing attention to the information or area that is thought to have been overlooked or under considered.

To resubmit a suggestion, employees should use the standard form and note the belief that certain information has been overlooked or was insufficiently considered.

If on the occasion of resubmission the conclusion and decision by Budget and Evaluation is final.

Seeking Assistance in Developing, Documenting and Submitting Suggestions

Employees who have ideas which may result in improved productivity are encouraged to discuss their idea with their supervisor and get assistance as may be appropriate and available or by getting assistance by calling 373-2291 or by contacting the Employee Recognition Committee.

Checking the Status of a Suggestion

Upon receipt of a suggestion, Budget and Evaluation will log the suggestion and send a notice of receipt to the suggestor. The suggestor will be contacted every 3 months until conclusion of the investigation.

Employees who have submitted suggestions, which are pending, may check the status of the suggestion anytime by writing to Budget and Evaluation, MMOB or by calling 373-2291.

Copyrights/ Patent Rights

The rights of an individual employee to seek and procure copyrights and/or patent rights for their suggestion, idea, etc. shall in no way be diminished by the City of Greensboro's Productivity Improvement Program or the employee's participation in that program.

Program Responsibility

The administration of the City's Pride In Performance Program will be the responsibility of the Budget and Evaluation Department with assistance provided by departmental contacts (Investigation Committee). Awards management will be the responsibility of the Employee Recognition Committee.

Administrative and Procedural Detail

1. Upon receipt of a suggestion, the Budget and Evaluation Department will update the log of suggestion and will forward the suggestion to a Budget and Evaluation Analyst who will communicate with the Investigation Committee before beginning review of the suggestion. Upon receipt of a "Report of Findings and Recommendations" from the Budget Analyst and a recommendation to implement a suggestion, the Employee Recognition Committee will award the employee that authored the suggestion.

- Recommendations for monetary awards will be consistent with the guidelines stated in the section titled **Employee Suggestion Awards**.
- Recommendations for non-monetary awards will be consistent with the schedule of such awards that were in place and effective prior to this revision of the program. Such awards have generally included, but not limited to, Compensatory Time, Savings Bonds, Certificates, Plaques, Favors (T-shirts, coffee mugs, etc.)

Upon notification of a decision from Budget and Evaluation, the Employee Recognition Committee will notify the suggestor of the outcome and will work with the Department head and other City staff to provide appropriate awards to the employee. The Budget & Evaluation Department will maintain a record of all monetary awards provided to City employees under this program and will coordinate with Payroll to include cash awards with employees' regular paycheck.

2. With direction and assistance from the Investigation Committee, Budget and Evaluation review all suggestions to determine the feasibility, cost, etc. of implementing the suggestion and the validity of projected expense reductions, revenue enhancements, etc. and will document its review in a "Report of Findings and Recommendations" to the Employee Recognition Committee and to the respective Department Head. Budget and Evaluation will, when necessary, assist departments in the implementation of productivity improvement projects and will monitor and make periodic reports on the success of each project.

3. Budget and Evaluation will assemble and issue an annual program report, which will describe each improvement effort and will quantify its projected monetary value. In instances where the monetary value cannot be identified and measured, the intangible value of the particular effort will be described. In instances where particular productivity improvement effort results in the opportunity for resource reallocation, the documentation of that particular effort will include a full description of how and to what location the resources are reallocated and what benefits are anticipated.

4. Monetary awards granted for suggestions that were submitted by more than one employee will be provisioned in equal shares to all suggestors who signed a required form.

5. No interest shall occur nor shall any be paid to suggestors for the part of suggestion awards that are withheld during the first twelve months of implementation of their suggestion.

6. In the event of the death of an individual whose suggestion is subsequently approved and implemented, the suggestion award or part thereof that they would have received will be paid to their beneficiary or estate.

Documenting Actual Productivity Improvement Gains

In each case involving a productivity improvement effort, the basis for measuring and confirming actual productivity gains shall be identified and documented prior to implementation. In the case of anticipated productivity gains that may be measured in dollars, final appropriations and actual expenditures (adjusted for extraordinary and non-recurring items), as reported in the most current year-end financial report, will be a substantial part of the basis for measuring actual gain.

To view full PIP report, contact Budget & Evaluation at 336.373.2291